



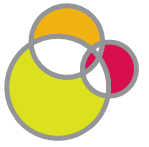
City of Winchester

To-Date Research Highlights

Public Open House: Input for Winchester's
Upcoming Economic Development Strategy

January 9, 2018





Strategic Planning Process

PHASE 1: DISCOVERY

- Information & literature review
- Data & benchmarking analysis
- Stakeholder input
- Industry analysis and identification
- Redevelopment sites identification
- SWOT Assessment

DISCOVERY REPORT DELIVERED

OCTOBER
- SWOT WORKSHOP

DECEMBER
- WEBINAR
- PRESENT FINDINGS
- DISCUSS TARGETS

PHASE 2: STRATEGIC PLANNING

- Best practice profiles
- Economic development strategic framework and goals
- Tactical action plan with timeline, responsibilities, and metrics
- Implementation and capacity building

STRATEGIC PLAN DELIVERED

JANUARY
- WORKSHOP STRATEGIC
FRAMEWORK

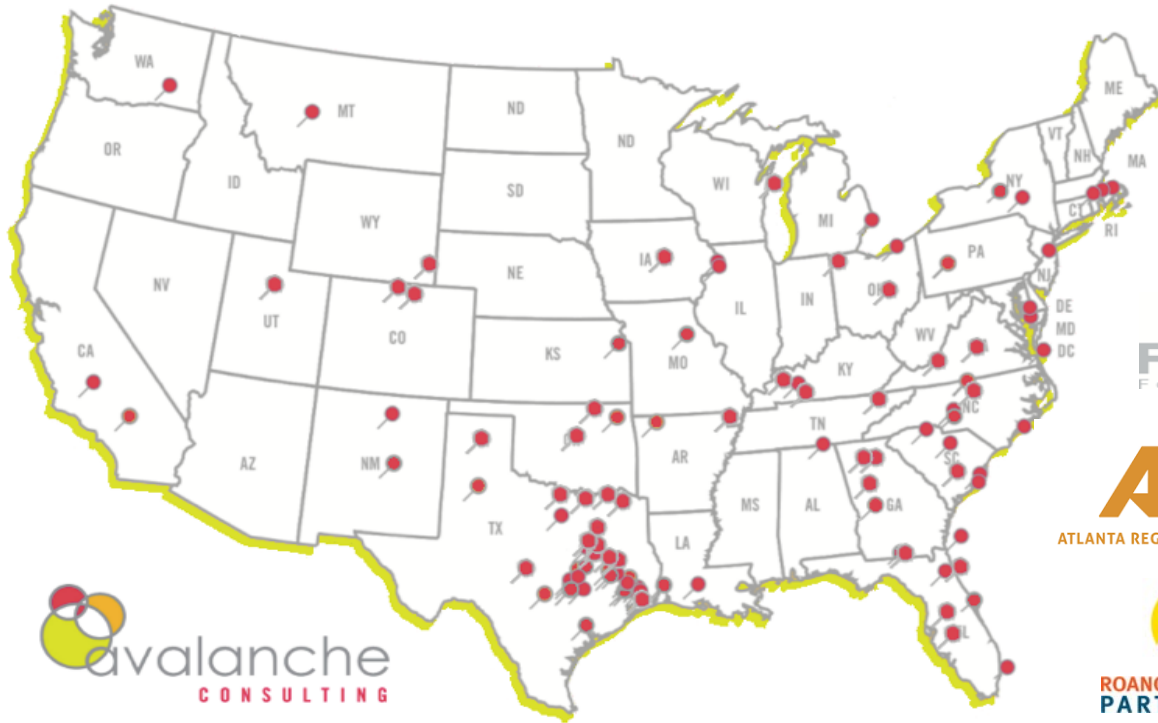
We are here.

FEBRUARY
- PRESENT PLAN
- CAPACITY BUILDING
WORKSHOP

Avalanche Consulting is facilitating Winchester's economic development strategy. The firm's mission and passion is to help communities reach new heights. Avalanche is deeply driven to make a positive impact and seeks clients who are equally inspired to energize their economies.



Avalanche is a strategist for the nation's top performing economies.



Charleston
REGIONAL DEVELOPMENT ALLIANCE

CHARLOTTE
REGIONAL
PARTNERSHIP

GREATER
OKLAHOMA CITY
CHAMBER

COLUMBUS
2020

JAXUSA
PARTNERSHIP
For Regional Economic Development

The
Miami
Foundation
For A Greater Miami

provo



ARC
ATLANTA REGIONAL COMMISSION

MOODY
FOUNDATION

HOUSTON
THE CITY WITH NO LIMITS

ROANOKE REGIONAL
PARTNERSHIP



UpstateSCAlliance

The Beacon Council
Foundation

Economic Alliance
Houston Port Region

DECATUR
BUSINESS. TEXAS STYLE.

PFLUGERVILLE
Community Development Corporation

ENTERPRISE
FLORIDA

Plum Creek
Growing Value from Exceptional Resources

Team
Texas

BASTROPTX
Economic Development Corp
www.BastropEDC.org

BROWNWOODTX
FEELS LIKE HOME

GREATER
EAST END
DISTRICT
THE PEOPLE BEHIND
THE PROGRESS

NEW RIVER
VALLEY ECONOMIC
DEVELOPMENT
ALLIANCE

CenterPoint
Energy

TVA

Gainesville Area
CHAMBER OF COMMERCE

RESEARCH
VALLEY

SBDC
MONTANA

FRISCO
Economic Development
Corporation

BAY AREA
HOUSTON
Economic Partnership

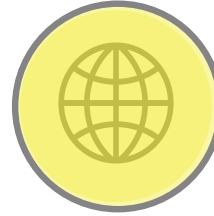
RowlettTX

ESTES
PARK
EDC

LOWCOUNTRY
economic alliance

EDC
ECONOMIC DEVELOPMENT CORPORATION
SARASOTA COUNTY

Leadership



Business Climate



Public Policy

Livability

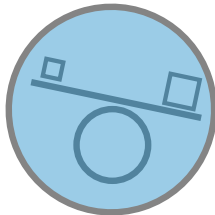


We believe that
economic development
must think *holistically*
and consider the
interconnectivity
between issues.



Talent &
Education

Social Equity



Infrastructure &
Mobility

Affordability

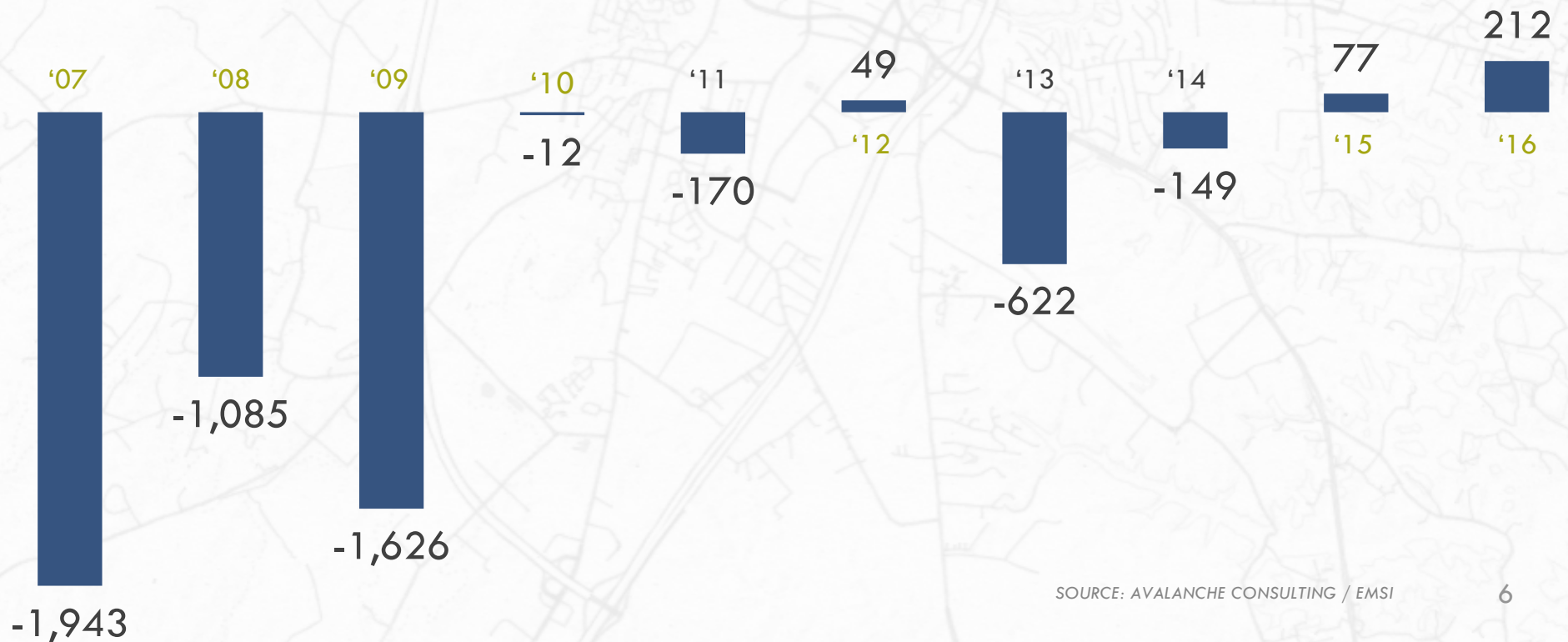


Entrepreneurship
& Innovation

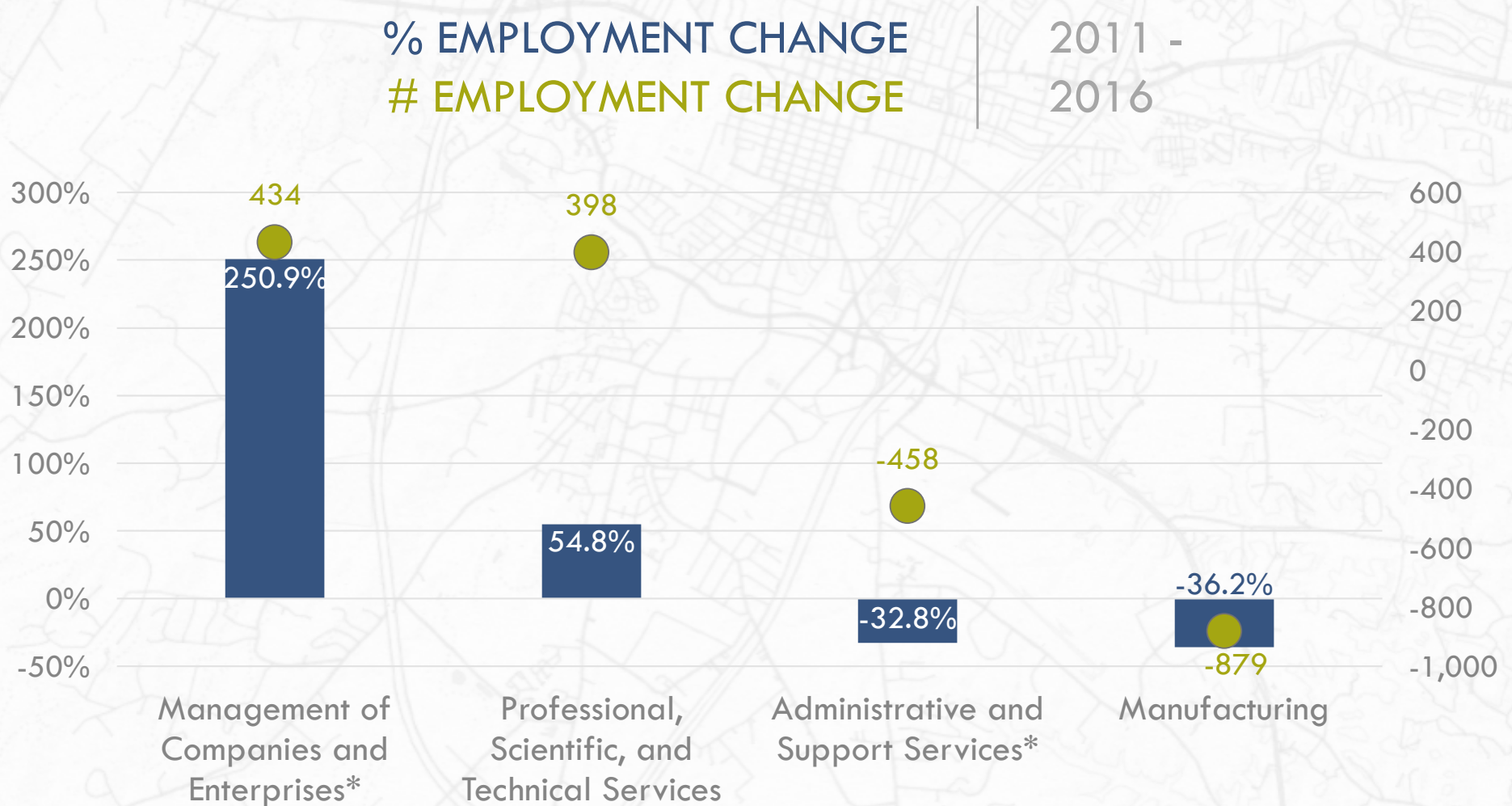


After experiencing disruption during the Great Recession, Winchester's economy has largely stabilized.

WINCHESTER CITY YEAR OVER YEAR JOB GROWTH



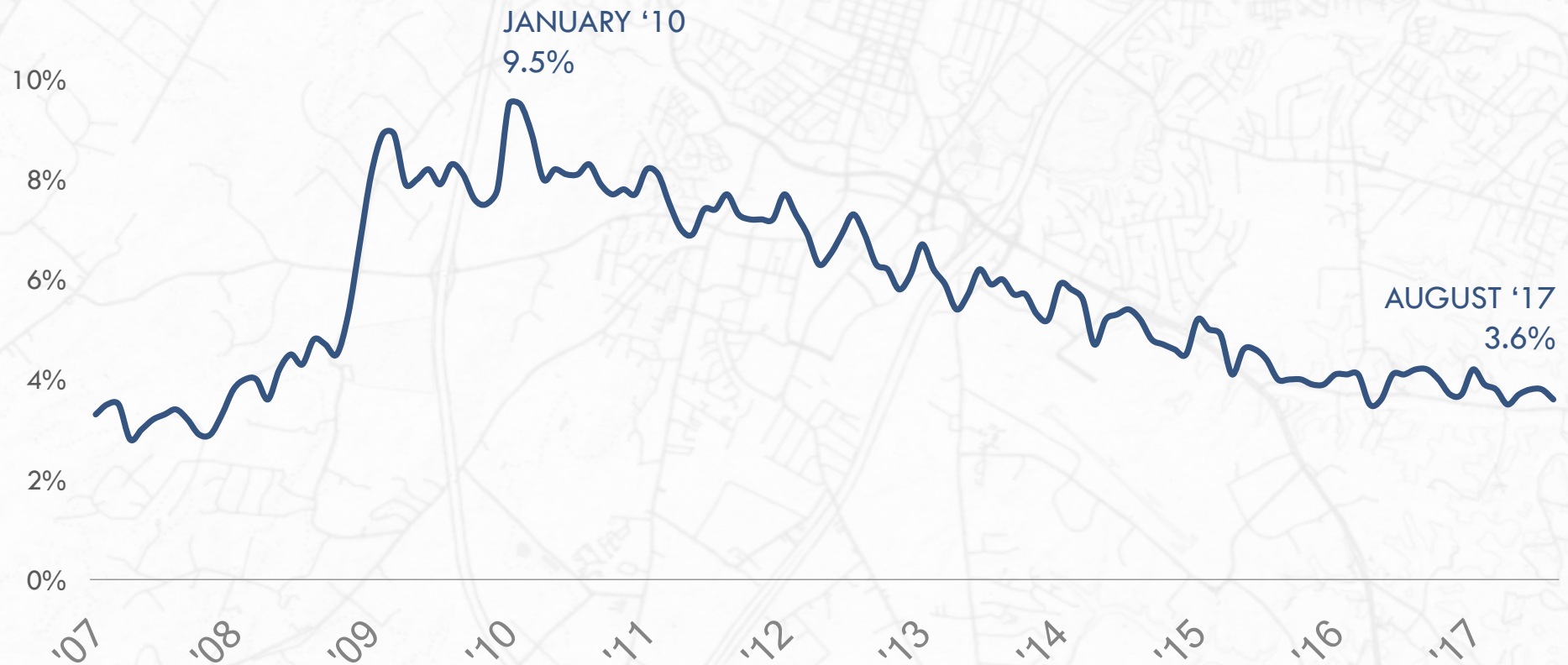
Overall employment trends within Winchester obscure differences in performance at the the industry level.



SOURCE: AVALANCHE CONSULTING / EMSI
* The similar change in employment related to the increase in Management of Companies and Enterprises and decrease in Administrative and Support Services is most likely the result of reclassification as opposed to a real gain/loss in these fields.

An improved economy in Winchester has substantially driven down unemployment rates.

WINCHESTER CITY UNEMPLOYMENT RATE

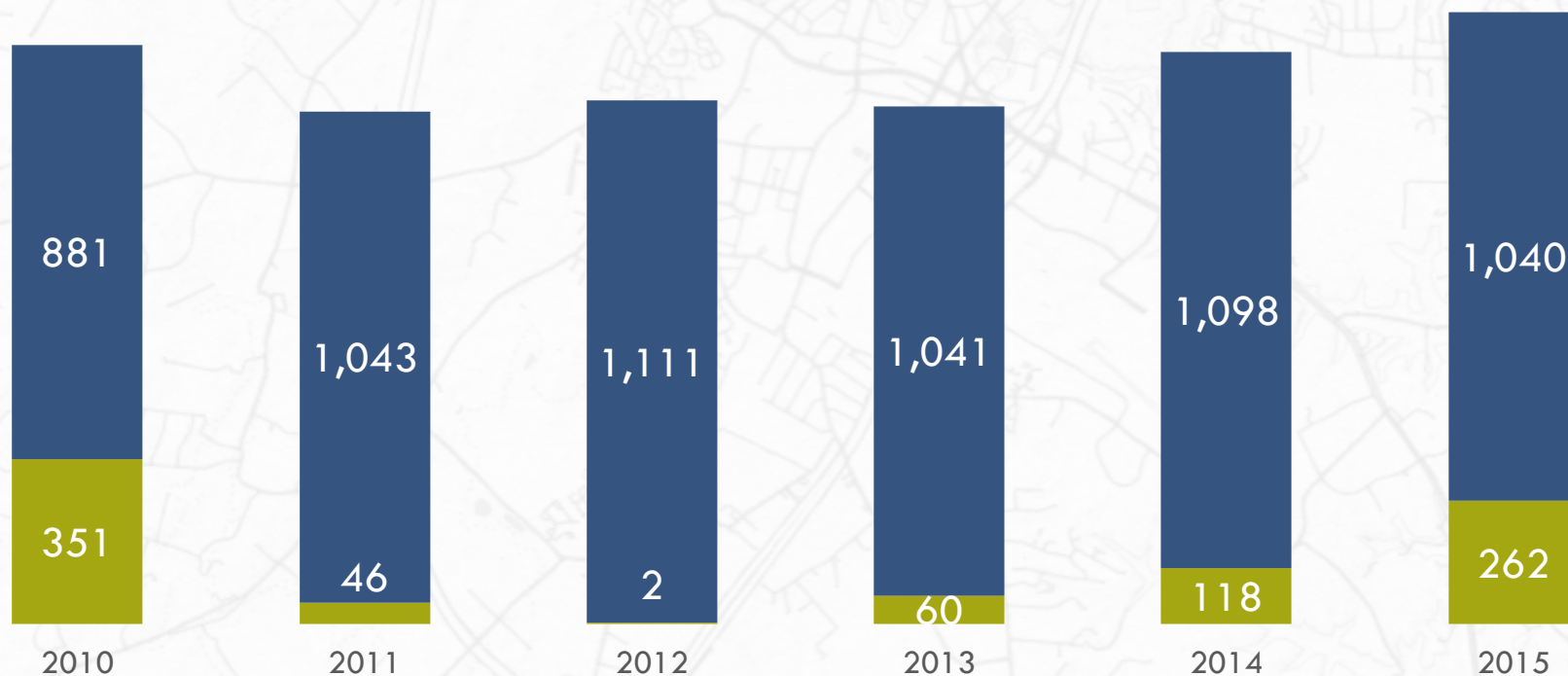


Winchester's ability to attract and produce talent will be crucial in addressing emerging workforce shortages.

TALENT ATTRACTION & TALENT PRODUCTION

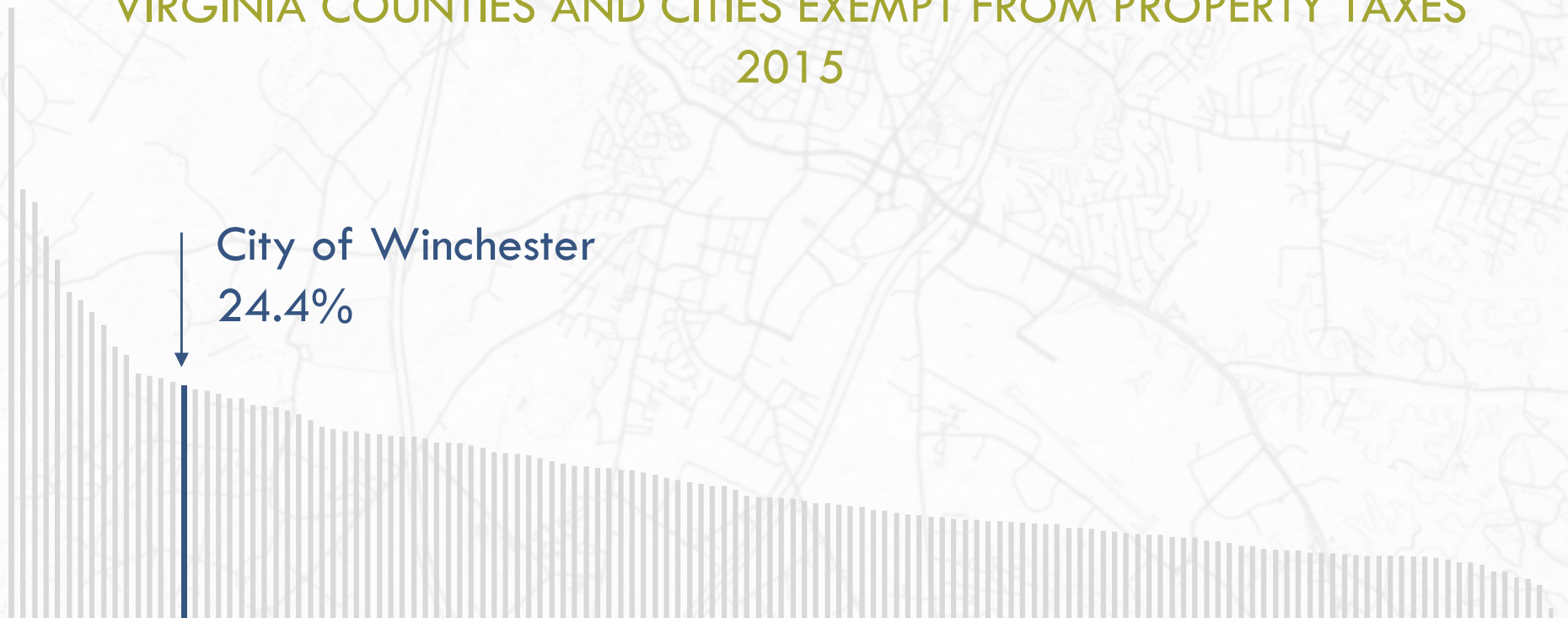
■ Net Influx of College Educated Migrants into Winchester

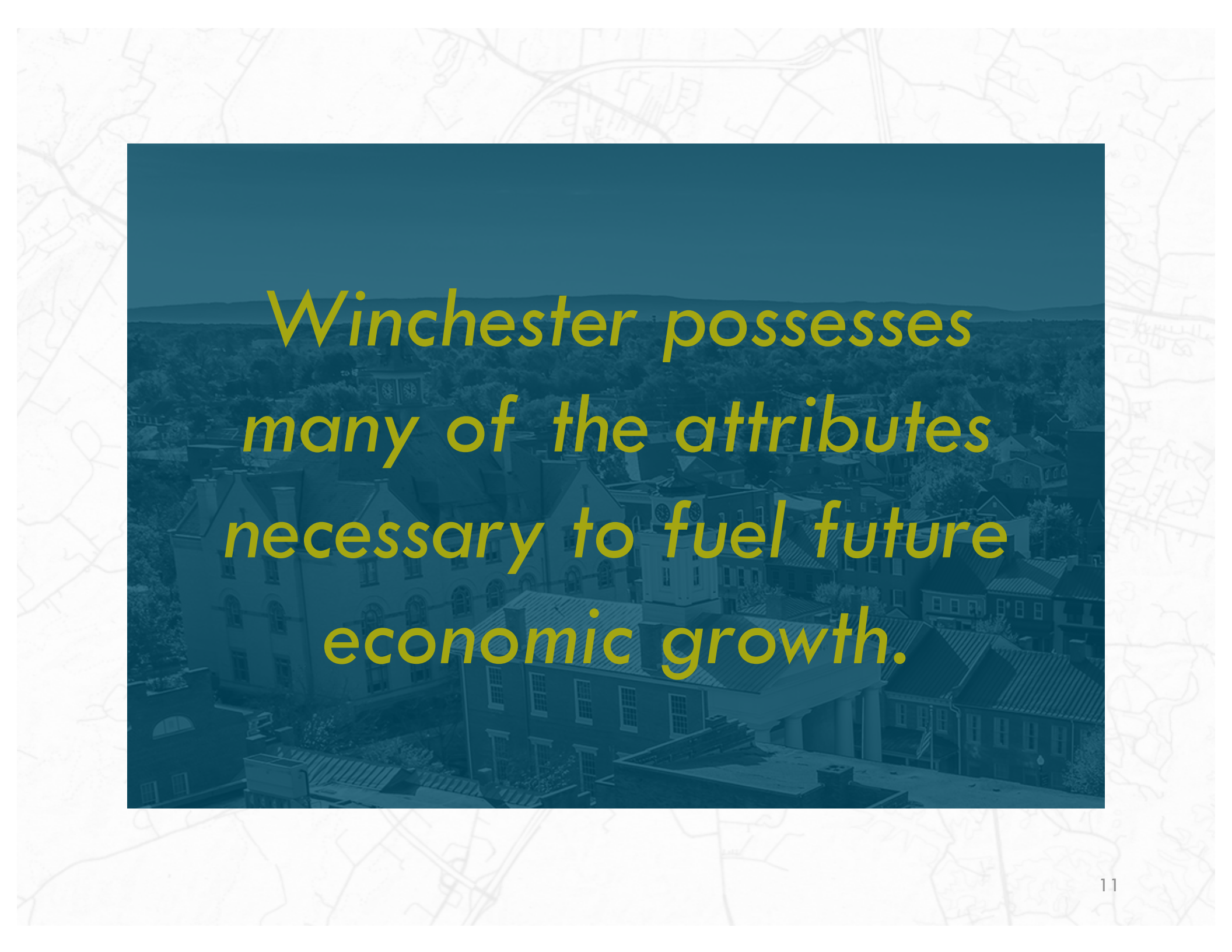
■ Locally Awarded Post-Secondary Degrees



Supporting private sector growth is especially important to Winchester given the relatively large portion of land that is exempt from property taxes.

PERCENTAGE OF TOTAL FAIR MARKET VALUE OF REAL ESTATE IN VIRGINIA COUNTIES AND CITIES EXEMPT FROM PROPERTY TAXES
2015

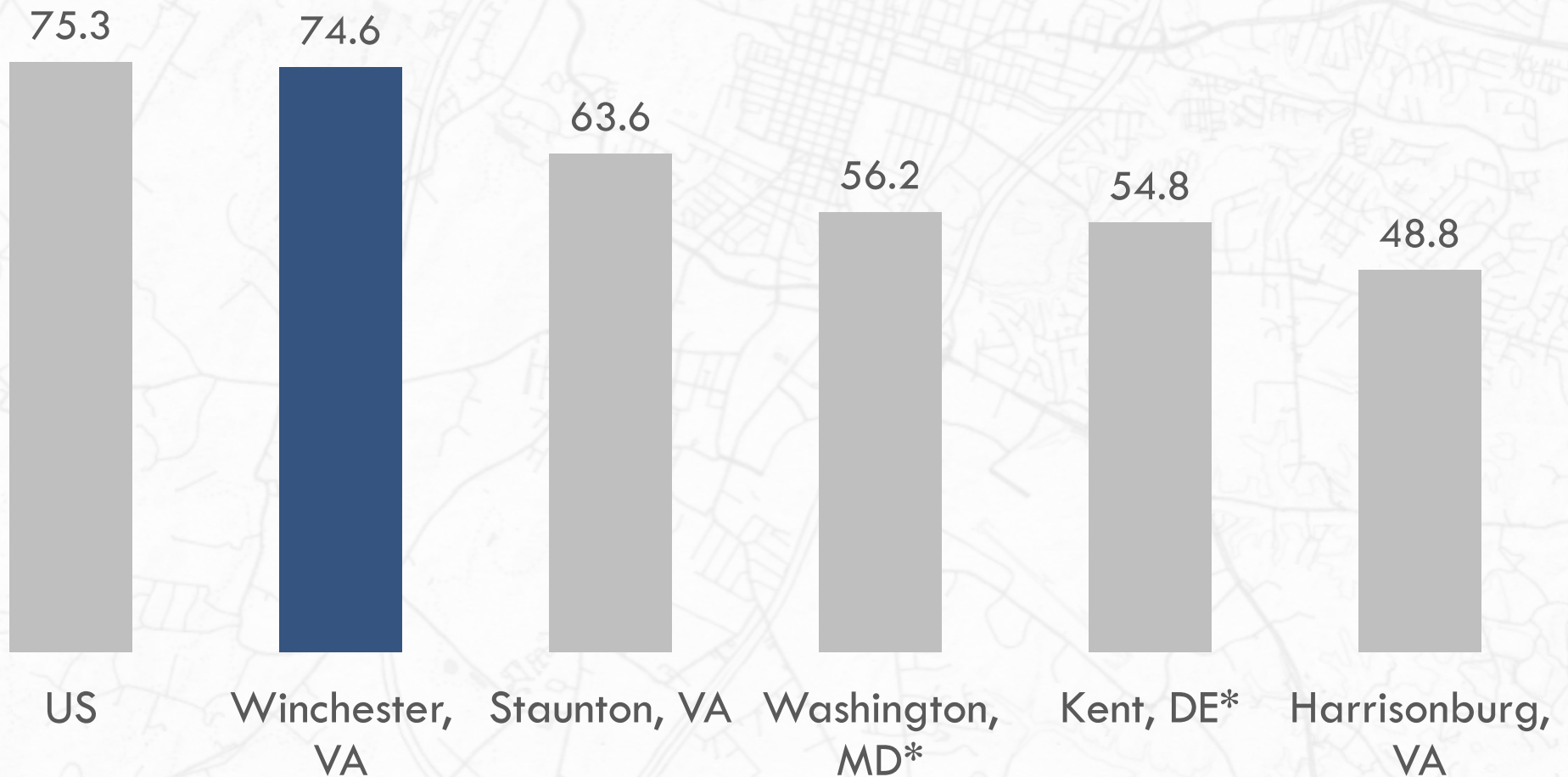


The image features a central rectangular area with a blue overlay, containing the text. This area is set against a background of a faint, light-colored map of a city street grid. Within the blue area, there is a grayscale aerial photograph of a city, showing dense residential or commercial buildings with various rooflines and a few trees. The text is written in a yellow, italicized serif font.

*Winchester possesses
many of the attributes
necessary to fuel future
economic growth.*

The rate of entrepreneurship in Winchester is greater than in its benchmark communities.

SELF-EMPLOYMENT PER 1,000 RESIDENTS 2014

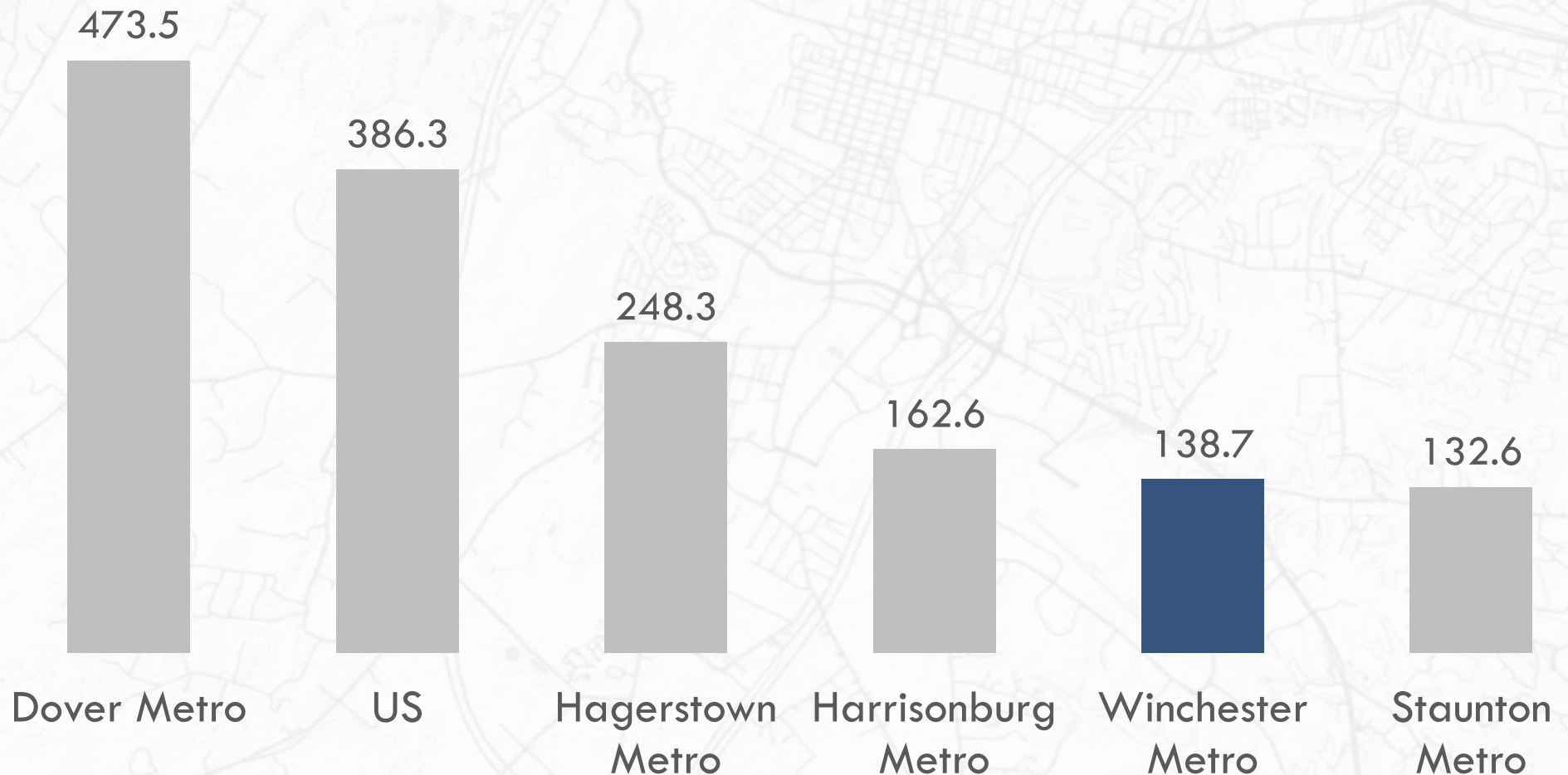


SOURCE: AVALANCHE CONSULTING / US CENSUS BUREAU

*While the benchmark analysis nominally includes a consideration of both 'cities' and 'counties,' Virginia cities are classified as counties by federal agencies such as the US Census Bureau and Bureau of Labor Statistics. Additionally, many federal data sets are unavailable at the city level. As a result, the bulk of the benchmark analysis was conducted at the county level. In several instances, larger counties were included due to their geographic location, demographic similarities to Winchester, and other considerations.

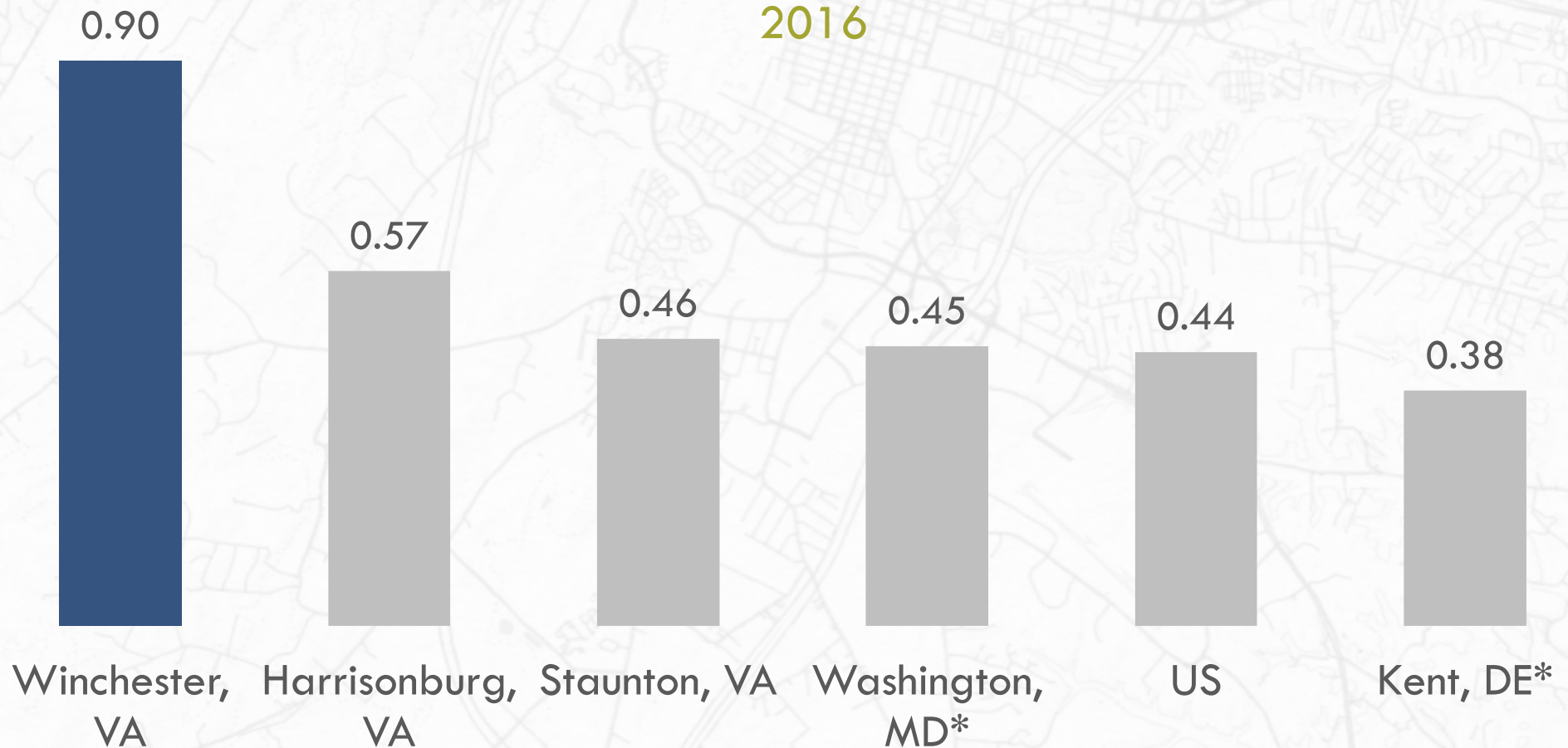
The Winchester metro is much safer than its benchmark communities and the nation as a whole.

VIOLENT CRIME PER 100K RESIDENTS
2015



Winchester has a high ratio of jobs per capita and an abundance of local employment opportunities relative to its benchmarks.

RATIO OF EMPLOYMENT TO POPULATION
2016



SOURCE: AVALANCHE CONSULTING / US CENSUS BUREAU

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Target Sectors for Future Economic Development Focus



HEALTHCARE

Ambulatory Care

Biomedical Research



BUSINESS & PROFESSIONAL SERVICES

Management, Finance &
Administrative Support

Software, IT &
Cybersecurity

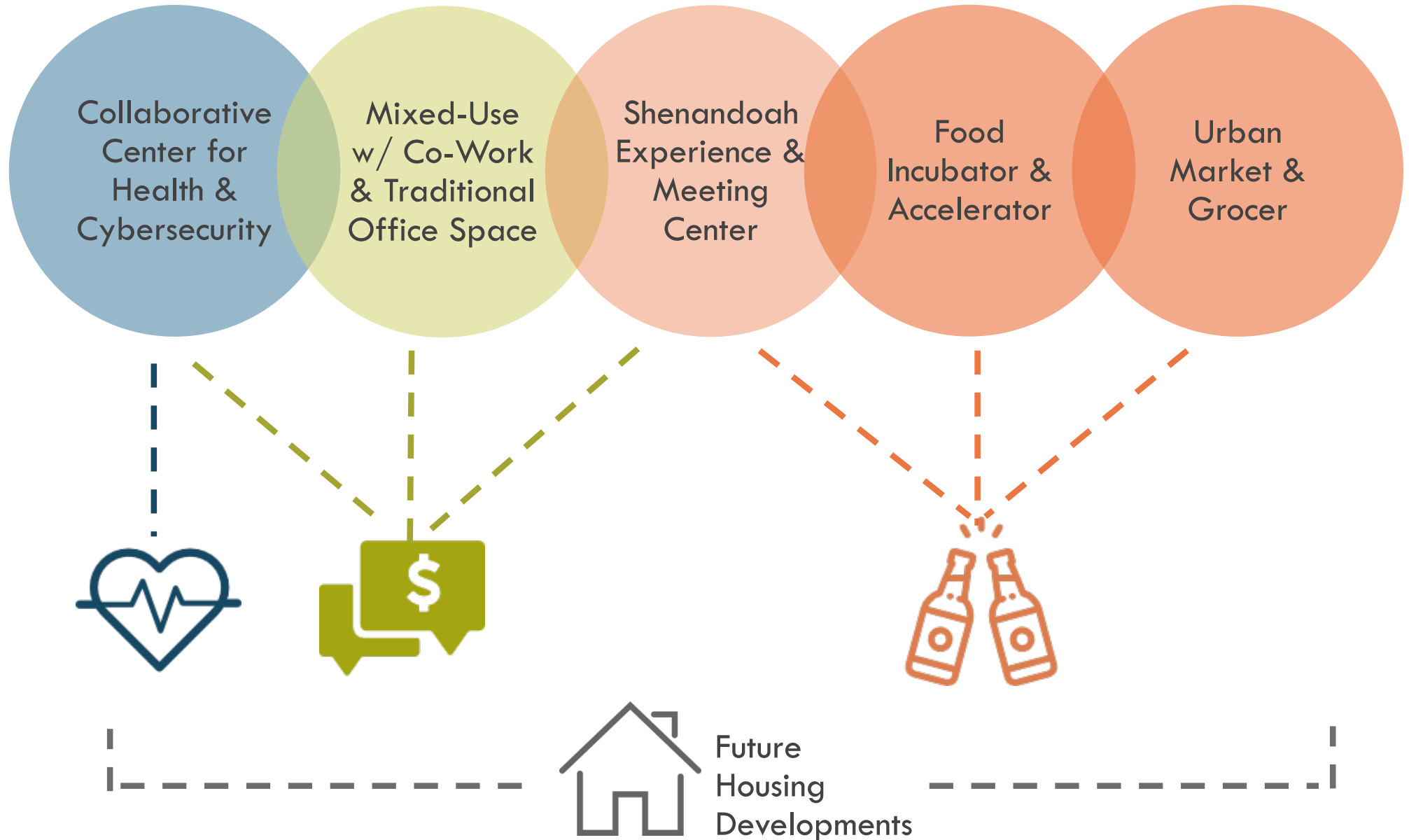


LIFESTYLE & ADVENTURE

Experiential Retail,
Recreation & Tourism

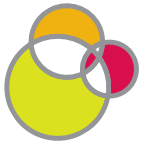
Artisanal Agriculture

Catalyst Projects Under Consideration



What's next?

In the next 8 weeks, Avalanche will finalize report 1, Discovery, and draft report 2, the Strategic Plan



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